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2 April 1996
ENGLISH
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Fiftieth session
Agenda item 112 (b)

HUMAN RIGHTS QUESTIONS: HUMAN RIGHTS QUESTIONS, INCLUDING ALTERNATIVE APPROACHES FOR IMPROVING THE EFFECTIVE ENJOYMENT OF HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS

Note verbale dated 1 April 1996 from the Permanent Mission of Peru to the United Nations addressed to the Secretary-General

The Permanent Mission of Peru presents its respects to the Secretary-General of the United Nations and has the honour to transmit herewith a summary of actions violating human rights perpetrated by the Sendero Luminoso and Movimiento Revolucionario Túpac Amaru terrorist groups during the period from 1 December 1995 to 29 February 1996.

We should be grateful if you would have this note and its annex circulated as a document of the General Assembly under agenda item 112 (b).

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ANNEX

Summary of actions violating human rights perpetrated by subversive organizations from 1 to 31 December 1995

1. Systematic terrorism

3 December 1995

Department: Ayacucho; Province: Huamanga; District: Ayacucho

Alleged Sendero Luminoso terrorist criminals detonated an explosive device in stall No. 77 of the San Sebastián market, located in the first block of Jirón Mario Ramos, Huamanga; the following persons were wounded: Agapito Sulca Aparco (age 72), Fidiana Jayo Martínez (age 62), Jullán Sulca Jayo (age 29) and Miliana Choque Sulca (age 22).

5 December 1995

Department: Lambayeque; Province: Lambayeque; District: Olmos

Six alleged Sendero Luminoso terrorist criminals armed with long-range firearms killed Daniel Martínez Serquén at his home in the Santa Rosa shanty town, Olmos, accusing him of being an informer and a thief; two notes from the Sendero Luminoso terrorist organization and three 7.62 mm cartridges were found at the scene.

20 December 1995

Department: Cusco; Province: Acomayo; District: Acomayo

Alleged terrorist criminals fired on two vehicles, one lorry and one combination vehicle, in the place known as Sebadapata, near Chuquicahuana on the Acomayo-Cusco road, leaving a total of 10 persons with gunshot wounds.

21 December 1995

Department: La Libertad; Province: Sánchez Carrión; District: Chugay

Three alleged terrorist criminals armed with firearms killed the brothers Willo Ruiz Yupanqui and Segundo Ruiz Yupanqui, at the Cochabamba estate, Chugay; as soon as he learnt of the incident, the chief of the fifth national security zone deployed counter-insurgency operations in the area, to capture the alleged terrorist criminals.

24 December 1995

Department: Loreto; Province: Loreto

Alleged terrorist criminals calling themselves the "New MRTA" (Movimiento Revolucionario Túpac Amaru) intercepted and attacked a delivery van of the

Uranias district municipality in which panetones and other foodstuffs were being transported; the vehicle was carrying two Peruvian National Police (PNP) officers as guards; as a result of the confrontation, two employees of the Uranias municipality were wounded, and the PNP officers had their weapons taken from them.

25 December 1995

Department: Junín; Province: Huancayo; District: Huancayo

Two alleged terrorist criminals detonated an explosive device in the home of Carlos Flores Parraga (age 40) at Calle 7 de Agosto No. 105, Yauris, Huancayo, causing personal injury to the occupants of the building, who were there together at the time, and some material damage.

25 December 1995

Department: Lambayeque; Province: Lambayeque; District: Olmos

Five alleged Sendero Luminoso terrorist criminals wearing PNP uniforms and sneakers entered the Santa Martha estate, killing Pedro Pablo Monja Revolledo (age 47) with six bullet shots, leaving behind two pieces of red plastic with the hammer and sickle symbols and a note with slogans alluding to comrade Gonzalo and the armed struggle of the Sendero Luminoso terrorist organization.

2. Selective terrorism

Nothing to report.

3. Psychological terrorism

13 December 1995

Department: Lima; Province: Callao; District: Callao

Alleged terrorist criminals made an anonymous telephone call to the Corporación Peruana de Aeropuertos (CORPAC) offices at the Jorge Chávez International Airport, Callao, announcing that an explosive device had been planted on flight 535 of the "Aeroperú" airline. Members of the PNP bomb squad determined that it was a hoax.

14 December 1995

Department: Piura; Province: Piura; District: Piura

Professor Juan Galván Sánchez, Administrator of the Miguel Grau higher technological institute at Piura, received an anonymous telephone call (a woman's voice) reporting that an explosive device had been planted inside the facilities of the institute. Members of the PNP bomb squad determined that it was a hoax.

17 December 1995

Department: Lima; Province: Lima; District: Magdalena del Mar

Alleged Sendero Luminoso terrorist criminals placed in the home of Mr. Segundo Regalado Vásquez (businessman and former adviser to the Council of Ministers, 1990-1993), situated at Calle Tomás Ramsay No. 465, Magdalena del Mar, a dead dog with a placard round its neck bearing the inscription: "This is how the curs who betray their country die" and the hammer and sickle symbols (in red ink).

26 December 1995

Department: Ayacucho; Province: Vilcas Huamán; District: Vilcas Huamán

On 11 December 1995 the PNP Provincial Chief at Vilcas Huamán received an anonymous (typewritten) note from Lima with the text: "Chief, be careful, they want to kill you, today an order is coming from Lima to the terrorist doctor, in his ambulance he has sketches of the police post and of the Peruvian army barracks, today ammunition and explosives have arrived for him, you know who he is, Mr. Jorge Uchulla Gómez, the doctor at Vischongo are. Your friend 8YTV4".

26 December 1995

Department: Cusco; Province: Canas; District: Layo

The President of the Taypitunga rural community, Manuel Checorri Quispe, received an anonymous handwritten note from alleged Sendero Luminoso terrorist criminals making death threats against him and other members of his board of directors, and bearing the inscription: "Sendero Luminoso central office, Sendero Luminoso - people's aid - southern base - Puno, long live Chairman Feliciano - freedom to Chairman Gonzalo - long live the world proletarian revolution!".

4. Attacks on security forces

2 December 1995

Department: Junín; Province: Chanchamayo; District: San Luis de Shuaro

Ten alleged terrorist criminals of the Movimiento Revolucionario Túpac Amaru, using light automatic rifles and AKM rifles, attacked the installations of the Sanchirio Palomar Counter-Insurgency Battalion of the Peruvian army for a 10-minute period; as a result, re-enlisted sergeant (first class) Alejandro Shareba Román was wounded in the abdomen with an entry and exit wound, and private Percy Camavilca Casimir was wounded in the left heel with an entry and exit wound; they were evacuated to La Merced hospital.

5. Sabotage

12 December 1995

Department: Cusco; Province: Cusco; District: Santiago

Alleged terrorist criminals detonated a grenade in the vicinity of the Magno Fernández Moreano police complex in the neighbourhood unit of the district of Santiago, causing material damage to adjoining buildings.

17 December 1995

Department: Lima; Province: Lima; District: Surquillo

Alleged terrorist criminals detonated a fragmentation grenade near a grey Nissan vehicle with the licence plate RO-1248 owned by Carlo Parra Perea, non-commissioned officer (first class) of the Peruvian air force, which was parked near the Villa Victoria sports complex, Surquillo; material damage was caused to the vehicle and to four other vehicles which were nearby.

6. Incursions

14 December 1995

Department: Piura; Province: Huancabamba; District: Sondor

About nine alleged Sendero Luminoso terrorist criminals armed with firearms raided the medical post at the Mancour hamlet (Sondor district) and took away medicines and other supplies.

19 December 1995

Department: San Martín; Province: Tocache; District: Nuevo Progreso

About 30 alleged Sendero Luminoso terrorist criminals entered the Tipicsa district, Nuevo Progreso, burning two backhoes of the Nazca S.A. construction company

7. Kidnapping

Nothing to report.

8. Summary

1.	Systematic terrorism	7
2.	Selective terrorism	-
3.	Psychological terrorism	5
4.	Attacks on security forces	1
5.	Sabotage	2
6.	Incursions	2
7.	Kidnapping	-
	Total	17

Summary of actions violating human rights perpetrated by subversive organizations from 1 to 31 January 1996

1. Systematic terrorism

4 January 1996

Department: Lima; Province: Lima; District: V. María del Triunfo

Alleged terrorist criminals threw an explosive device from a moving red Volkswagen vehicle against the main door of the Edelsur office at Av. El Triunfo No. 630 (Villa María del Triunfo district), causing minor material damage and slightly wounding Carlos Zagastisaval (age 24), a private security officer, who was taken to the María Auxiliadora hospital.

5 January 1996

District: Huanuco; Province: Leoncio Prado

In the vicinity of the Chavinillo district (Leoncio Prado province) three members of the family of Peruvian army soldier Carlos Banancio Isidro were killed by 15 armed alleged Sendero Luminoso terrorist criminals; the incident was reported by a family member who escaped.

7 January 1996

Department: Lima; Province: Lima; District: Santa Anita

An explosive device (500 grams of dynamite) was detonated in the building of non-commissioned police officer (third class) Carlos Penas Arevalo (State security officer) situated on Calle 20, Block "M", Lot 23 San Carlos housing association, causing material damage and injuring the knee and left ankle of the PNP officer, as well as three members of his family.

7 January 1996

Department: San Martín; Province: Tocache; District: Nuevo Progreso

An undetermined number of alleged Sendero Luminoso terrorist criminals entered the village of Las Brisas del Huallaga (located on the secondary highway 2 kilometres from Nuevo Progreso in the direction of Tingo María) and, with an axe and a machete, killed Luis Rigoberto Ramirez (age 72) and his daughter Lisbeth Ramírez Lozano (age 18).

11 January 1996

Department: Lima; Province: Lima; District: Villa El Salvador

Alleged terrorist criminals placed an explosive device (in a "Donófrio" panetón box) under a Volkswagen vehicle with the licence plate TB-7292 belonging to non-commissioned police officer (third class) Angel Zevallos Vargas (Ministry of the Presidency) while it was parked at the door of his home located at

Block L, Lot 16, Villa El Salvador; it did not explode because of starting defects and was removed by members of the PNP bomb squad.

1º January 1996

Department: Junín; Province: Satipo; District: Pangoa

About 30 or 40 alleged Sendero Luminoso terrorist criminals raided the Selva Virgen self-defence committee (left bank of the Ene river), which held off the attack for a period of two hours with the loss of two patrolmen dead and five wounded. Peruvian army patrols of the Valle Esmeralda and Sargento Morales Counter-Insurgency Battalions initiated pursuit in the direction of the Somabeni river and the Anapate river with support from a Peruvian army helicopter which was in Satipo.

26 January 1996

Department: Ayacucho; Province: Lucanas; District: Puquio

Alleged terrorist criminals from the Sendero Luminoso terrorist organization simultaneously detonated two explosive devices in buildings situated at Jirón Túpac Amaru No. 441 and Calle San Pedro No. 280, Puquio, owned by Jonel Urquiaga and Jorge Bendezu respectively, both employees of the Provincial Council, causing material damage to both buildings and to neighbouring dwellings. One of the perpetrators was identified as Victor Marca Castro.

27 January 1996

Department: Junín; Province: Huancayo; District: El Tambo

Two alleged terrorist criminals from the Sendero Luminoso terrorist organization tossed a fragmentation grenade towards the home of the former director of the Comité del Vaso de Leche, Mr. Walter Jiménez Gonzales (age 35), situated at Av. Los Andes, Block "N", Lot 2, El Tambo, but it did not explode. Later, members of the PNP bomb squad destroyed the device without damage.

2. Selective terrorism

Nothing to report.

3. Psychological terrorism

3 January 1996

Department: Lima; Province: Lima; District: Lima

An anonymous male caller informed the Office of the Higher Court of Justice, Lima, that at 9 a.m. an explosive device would detonate between the fourth and fifth floors of the civil courts building (the former Ministry of

Education) and that on 4 January 1996, at the same time, another explosive device would detonate at the Palace of Justice. Staff of the PNP office at Cotabambas also received the same message by telephone. It was a hoax.

7 January 1996

Department: Lima; Province: Lima; District: Lima

At the home of Pedro Combe García, first lieutenant in the Peruvian Navy, who is serving at the Marine Infantry Base, a hand-written note in black ink was left reading: "Death to Mr. Combe, on Monday 8th we will kill you", and the other side of the note identified the sender as the Movimiento Revolucionario Túpac Amaru.

10 January 1996

Department: Ancash; Province: Huaylas; District: Caraz

Alleged Sendero Luminoso terrorist criminals left under the door of the home of Dr. Eber Estrada Melgarejo, head of the Provincial Public Prosecutor's Office at Huaylas, situated at Block "A", Lot 10 of the Los Olivos development, Caraz, an envelope containing a handwritten death threat from the Peruvian Communist party - Sendero Luminoso, and a cutting from El Diario with the text: "Gonzalo's ideas are invincible".

16 January 1996

Department: Callao; Province: Callao; District: Callao

Members of the PNP bomb squad at the Jorge Chávez International Airport received an anonymous telephone call from alleged terrorist criminals of the Sendero Luminoso terrorist organization announcing that an explosive device had been planted in a Panamanian Airline (COPA) aircraft; police personnel verified that it was a hoax.

23 January 1996

Department: Lima; Province: Lima; District: Miraflores

Domestic worker Maruja Huamani received an anonymous telephone call (a man's voice) at the house of Peruvian Air Force colonel Walter Mendieta Landauro of the Peruvian Air Force Officers' School, situated at Av. del Ejército No. 1081, to the effect that: "Within five minutes this house will be attacked with an explosive device". PNP personnel went to the building concerned, and found no explosive device there.

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26 January 1996

Department: Callao; Province: Callao; District: Callao

The security chief of CORPAC received an anonymous telephone call indicating that there was an explosive device in a Venezuelan Airline (VIASA) aircraft; members of the PNP bomb squad ruled out that possibility.

30 January 1996

Department: Callao; Province: Callao; District: Callao

Alleged Sendero Luminoso terrorist criminals made an anonymous telephone call to the control tower at the Jorge Chávez International Airport, Callao, saying that an explosive device had been planted in a Peruvian Airline (Aeroperu) aircraft with the registration OB-1590, flight 621 (Panama - Mexico). Members of the PNP bomb squad at the Jorge Chávez International Airport searched the aircraft and determined that it was a hoax.

4. Attacks on the security forces

Nothing to report.

5. Sabotage

Nothing to report.

6. Incursions

16 January 1996

Department: La Libertad; Province: Santiago de Chuco; District: Mollepata

In the early morning, a group of alleged Sendero Luminoso terrorist criminals entered Yeguada hamlet, rounded up tradesmen and lorry drivers from the town of Chimbote, and seized their belongings.

17 January 1996

Department: La Libertad; Province: Pataz

Fifteen alleged terrorist criminals in military uniform armed with light automatic rifles, breech-loading rifles and war grenades entered Chillia hamlet and seized eight breech-loading rifles from the Cochamarca self-defence committee and two from the Huallaucito self-defence committee.

7. Kidnapping

12 January 1996

Department: San Martín; Province: Tocache; District: Nuevo Progreso

In the early morning, alleged Sendero Luminoso terrorist criminals entered Pacota village, Alto Piura, capturing Jorge Solis Rosales, Lieutenant Governor of Rio Uchiza, and Alex Félix Inga Rosas, Lieutenant Governor of Nuevo Piura hamlet; also, the chairwoman of Vaso de Leche, Esmilda Pozo Fernández, was released by the alleged terrorist criminals on 14 January 1996 at 3.10 p.m.

8. Summary

1.	Systematic terrorism	8
2.	Selective terrorism	0
3.	Psychological terrorism	7
4.	Attacks on the security forces	0
5.	Sabotage	0
6.	Incursions	2
7.	Kidnapping	1
	Total	18

Summary of actions violating human rights perpetrated by subversive organizations from 1 to 29 February 1996

1. Systematic terrorism

4 February 1996

Department: Callao; Province: Callao; District: Carmen de la Legua

Two alleged Sendero Luminoso terrorist criminals shot in the head and killed Technical NCO 3 of the PNP, Rubén Zamudio Quispe (Carmen de la Legua PNP Station), at the corner of 49th street and Avenida Colonial Reynoso in Callao. The assailants fled in a white Nissan Sentra car without licence plates, which was alleged to have been stolen in an assault and robbery perpetrated against PNP Colonel Fernando O. Peña.

7 February 1996

Department: Ayacucho; Province: La Mar

Approximately 20 presumed Sendero Luminoso terrorist criminals armed with both long- and short-range firearms intercepted a lorry bearing licence plate number WS-2002 at the place known as "Jarapa - La Mar" and shot the driver, José Pariona Casamayor (age 40), wounding him in the right thigh.

9 February 1996

Department: Huanuco; Province: Leoncio Prado; District: J. Crespo y Castillo

An unknown number of alleged terrorist criminals attacked the village of Rio Frio, 1 kilometre from the locality of Angasyacuy, where they murdered Dora Huamán Meza (age 55), Chairwoman of the Rio Frio Glass of Milk Committee, Hugo Morales Huamán (age 20) and Eli Morales Huamán (age 18), both sons of the murdered woman.

17 February 1996

Department: Huancavelica; Province: Huancavelica; District: Huancavelica

Six alleged Sendero Luminoso terrorist criminals burst into the home of Cirilo Quispe Barrios (age 36), former head of the township of Lacchoc-Huancavelica, and stabbed him to death, leaving behind a pamphlet with the following message: "Death to informers!".

2. Selective terrorism

Nothing to report.

3. Attacks on security forces

8 February 1996

Department: San Martín; Province: Tocache; District: Nuevo Progreso

Approximately 25 alleged Sendero Luminoso terrorist criminals ambushed the 28 members of Patrol 26 of the Counter-Insurgency Battalion (Peruvian Army) in the Cucaracha area as the Patrol was travelling in two vehicles from the locality of Santa Cruz to Nuevo Progreso, transporting four sick members of the armed forces (TSM) for treatment at a health outpost. Thirteen TSM and two civilians were killed in the attack and one second lieutenant, three TSM and a two-year-old girl wounded.

4. Sabotage

Nothing to report.

5. Incursions

12 February 1996

Department: Huanuco; Province: Dos de Mayo; District: Aparicio Pomares

Approximately eight armed alleged Sendero Luminoso terrorist criminals attacked the village of Jilcahuasi in the district of Aparicio Pomares, province of Dos de Mayo, Huanuco, and entered the home of Mr. Rodrigo Baltazar Montoya (age 68), whom they beat and robbed of 200 head of sheep.

15 February 1996

Department: La Libertad; Province: Sanchez Carrion; District: Chugay

Four alleged terrorist criminals, armed with short- and long-range firearms, attacked the district of Chugay and burnt tractor tires, causing material damage to the medical outpost.

6. Kidnapping

Nothing to report.

7 Summary

1.	Systematic terrorism	4
2.	Selective terrorism	0
3.	Attacks on security forces	1
4.	Sabotage	0
5.	Incursions	2
6.	Kidnapping	0
	Total	7

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General Assembly

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2 April 1996
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Fiftieth session
Agenda items 116 and 38

PROPOSED PROGRAMME BUDGET FOR THE BIENNIUM 1996-1997

THE SITUATION OF DEMOCRACY AND HUMAN RIGHTS IN HAITI

Programme budget implications of draft resolution A/50/L.67

Report of the Fifth Committee

Rapporteur: M. Peter MADDENS (Belgium)

1. At its 48th and 54th meetings, on 26 March and 2 April 1996, the Fifth Committee, pursuant to rule 153 of the rules of procedure of the General Assembly, considered the statement submitted by the Secretary-General (A/C.5/50/52) on the programme budget implications of draft resolution A/50/L.67. The related report of the Advisory Committee on Administrative and Budgetary Questions was presented orally by its Chairman. The Committee also considered the letter dated 12 March 1996 from the Secretary-General to the President of the General Assembly (A/50/891) and the letter dated 14 March from the President of the General Assembly to the Chairman of the Fifth Committee (A/C.5/50/56).

2. Statements and comments made in the course of the Committee's consideration of this item are reflected in the relevant summary records (A/C.5/50/SR.48 and A/C.5/50/SR.54).

DECISION OF THE FIFTH COMMITTEE

3. The Fifth Committee, having considered draft resolution A/50/L.67, the statement on programme budget implications submitted by the Secretary-General (A/C.5/50/52), the recommendations of the Advisory Committee on Administrative and Budgetary Questions (see A/C.5/50/SR.48), the letter dated 12 March 1996 from the Secretary-General to the President of the General Assembly (A/50/891) and the letter dated 14 March 1996 from the President of the General Assembly to

the Chairman of the Fifth Committee (A/C.5/50/56), recalling that the General Assembly, in its resolution 50/214 of 23 December 1995, already requested the Secretary-General to make economies for an amount of 103,991,200 dollars and also requested the Secretary-General to fully implement all mandated programmes and activities and reaffirming the budgetary process adopted in resolution 41/213 of 19 December 1986 and subsequent relevant resolutions, decided to inform the General Assembly that, should it adopt draft resolution A/50/L.67, the Secretary-General would be authorized to enter into commitments in the amount of 2 million dollars gross (1.8 million dollars net) for the period from 8 February 1996 to 31 May 1996, should the mandate be extended beyond 7 February 1996. The Secretary-General would be requested to submit to the General Assembly through the Advisory Committee on Administrative and Budgetary Questions, not later than 15 May 1996, proposals on possible means of absorption in the 1996-1997 programme budget, including inter alia, in part II thereof. The Committee decided to revert to the issue of appropriations at its May 1996 session in the light of the Secretary-General's proposals requested herein.

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2 April 1996
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Fiftieth session
Agenda items 116 and 45

PROPOSED PROGRAMME BUDGET FOR THE BIENNIUM 1996-1997

THE SITUATION IN CENTRAL AMERICA: PROCEDURES FOR THE ESTABLISHMENT OF A FIRM AND LASTING PEACE AND PROGRESS IN FASHIONING A REGION OF PEACE, FREEDOM, DEMOCRACY AND DEVELOPMENT

United Nations Mission for the Verification of Human Rights and of Compliance with the Commitments of the Comprehensive Agreement on Human Rights in Guatemala

Programme budget implications of draft resolution A/50/L.68

Report of the Fifth Committee

Rapporteur: M. Peter MADDENS (Belgium)

1. At its 48th and 54th meetings, on 26 March and 2 April 1996, the Fifth Committee, pursuant to rule 153 of the rules of procedure of the General Assembly, considered the statement by the Secretary-General (A/C.5/50/53) on the programme budget implications of draft resolution A/50/L.68. The related report of the Advisory Committee on Administrative and Budgetary Questions was presented orally by its Chairman. The Committee also considered the letter dated 12 March 1996 from the Secretary-General to the President of the General Assembly (A/50/891) and the letter dated 14 March from the President of the General Assembly to the Chairman of the Fifth Committee (A/C.5/50/56).

2. Statements and comments made in the course of the Committee's consideration of this item are reflected in the relevant summary records (A/C.5/50/SR.48 and A/C.5/50/SR.54).

DECISION OF THE FIFTH COMMITTEE

3. The Fifth Committee, having considered draft resolution A/50/L.68, the statement on programme budget implications submitted by the Secretary-General (A/C.5/50/53), the recommendations of the Advisory Committee on Administrative and Budgetary Questions (see A/C.5/50/SR.48), the letter dated 12 March 1996 from the Secretary-General to the President of the General Assembly (A/50/891) and the letter dated 14 March 1996 from the President of the General Assembly to the Chairman of the Fifth Committee (A/C.5/50/56), recalling that the General Assembly, in its resolution 50/214 of 23 December 1995, already requested the Secretary-General to make economies for an amount of 103,991,200 dollars and also requested the Secretary-General to fully implement all mandated programmes and activities, and reaffirming the budgetary process adopted in resolution 41/213 of 19 December 1986 and subsequent relevant resolutions, decided to inform the General Assembly that, should it adopt draft resolution A/50/L.68, the Secretary-General would be authorized to enter into commitments in an amount not exceeding a monthly level of 2,329,700 dollars (net of staff assessment) should the mandate of the mission be extended beyond 18 March 1996. The Secretary-General would be requested to present to the General Assembly through the Advisory Committee on Administrative and Budgetary Questions, not later than 15 May 1996, proposals on possible means of absorption in the 1996-1997 programme budget, including inter alia, in part II thereof. The Committee decided to revert to the issue of appropriations at its May 1996 session, in the light of the Secretary-General's proposals requested herein.

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3 April 1996

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GENERAL ASSEMBLY
Fiftieth session
Agenda items 42, 44, 84 and 85
QUESTION OF PALESTINE
THE SITUATION IN THE MIDDLE EAST
UNITED NATIONS RELIEF AND WORKS AGENCY FOR PALESTINE REFUGEES IN THE NEAR EAST
REPORT OF THE SPECIAL COMMITTEE TO INVESTIGATE ISRAELI PRACTICES AFFECTING THE HUMAN RIGHTS OF THE PALESTINIAN PEOPLE AND OTHER ARABS OF THE OCCUPIED TERRITORIES

SECURITY COUNCIL
Fifty-first year

Letter dated 2 April 1996 from the Chargé d'affaires a.i. of the Permanent Observer Mission of Palestine to the United Nations addressed to the Secretary-General

For the last few weeks Israel, the Occupying Power, has been taking very harsh measures against the Palestinian people in the occupied Palestinian territory, including Jerusalem. Those measures include the demolition of homes, the confiscation of land and expansion of settlements, and severe restrictions on the movement of persons and goods within the Palestinian territory, as well as into and out of that territory. Such restrictions constitute a siege and strangulation of the Palestinian territory, the Palestinian people and their economy. (This specific issue is detailed further in the memorandum annexed hereto.)

We condemn all of the above-mentioned Israeli measures as violating the relevant provisions of the Fourth Geneva Convention of 1949, which is applicable to all the territories occupied by Israel since 1967, including Jerusalem. They also violate various relevant Security Council resolutions as well as resolutions of the General Assembly and other organs of the United Nations. In addition, those measures violate the agreements reached between the Government of Israel and the Palestine Liberation Organization, which were witnessed by the two co-sponsors of the peace process and other Governments. Such measures effectively threaten the integrity of those agreements.

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Furthermore, several Israeli officials have indicated the intention of Israel, the Occupying Power, to deport a number of Palestinians. We strongly warn against such a measure, with its dangerous implications and consequences.

Also, Israeli forces have failed to comply with the relevant provisions of the agreements between the two sides regarding the redeployment from Hebron, which was to be completed by 28 March 1996. This is one of several areas of lack of compliance by Israel with provisions of the agreements between the two sides.

We call upon the international community, and specifically upon the Security Council, to exert the necessary pressure on Israel to cease all illegal actions directed against the Palestinian people, to desist from all such actions in the future and to scrupulously abide by all agreements that have been reached between the two parties.

The response to violence and hatred should not be actions of a violent nature directed at the Palestinian people as a whole. Further, combating acts of terror cannot be served by the pursuit of such actions and methods which undermine the peace process and the support for it among the Palestinian people.

I would be grateful if you would arrange to have the text of this letter and of its annex distributed as an official document of the fiftieth session of the General Assembly, under agenda items 42, 44, 84 and 85, and of the Security Council.

(Signed) Muin SHREIM
Chargé d'affaires a.i.

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ANNEX

Palestinian Memorandum on the Israeli Siege and Strangulation of the Palestinian Territory, People and Economy

Israeli policy and measures concerning the movement of persons and goods within the Palestinian territory, as well as into and out of that territory, are synonymous with the imposition of a siege on the Palestinian territory and the strangulation of the Palestinian people and their economy. This policy is much more complex than the initial perception of closure as that entailing the closure of the Israeli borders with the Palestinian territory. The following are the various aspects of such a complex policy.

1. Restrictions on freedom of movement within the Palestinian territory itself, cordoning off areas, including movement between towns, villages and cities

In the West Bank, this aspect of the policy has recently been carried through in a way never seen since the beginning of the occupation in 1967. Needless to say, it has made the lives of the people unbearable, paralyzing daily life at all levels.

In the Gaza Strip, the Israeli army has obstructed the coastal road, interrupting its continuity. The army has also imposed restrictions on roads within the yellow area and has repeatedly imposed restrictions on movement along the main north-south road of the Gaza Strip. These actions directly violate the agreements between the two parties related to the Gaza Strip.

2. Interruption of the continuity of the Palestinian territory as well as restrictions on entry into occupied East Jerusalem.

The discontinuity of the Palestinian territory is the result of a lack of compliance by the Israeli side with regard to the establishment of a "safe passage" between Gaza and Jericho during the first stage of implementation of the agreements between the two parties and Gaza and the West Bank in the second stage. It is aggravated by the imposition, on a continuous basis, of restrictions on movement of persons and goods between the West Bank and Gaza, which are viewed as a single territorial unit by the two parties to the Declaration of Principles of 1993.

Israeli measures making Jerusalem off-limits to the Palestinian people and imposing stringent restrictions on their entry into the city have created enormous problems for them given the special status of the city as the religious, commercial and cultural centre for the Palestinian people.

The territorial continuity and smooth movement within and throughout the Palestinian territory is a sine qua non for the building of a viable Palestinian economy. By imposing an opposite situation, Israel is in essence negating all efforts towards the development and stabilization of the Palestinian economy.

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3. Closure of the Israeli border to Palestinian persons and goods from the West Bank and Gaza and prevention of the entry of Israeli goods into the Palestinian territory or parts of it, as well as restrictions on the movement of foreigners between Israel on the one hand and, at least, Gaza on the other.

This closure has been the cause of great damage to the Palestinian economy since it is applied in most cases to both persons and goods, even those destined for or originating from a third party. It has become a source of extreme hardship for a large segment of the population, especially the Palestinian workers who depend on Israeli jobs. Throughout the years of occupation, Israel used Palestinian workers as a source of cheap labour on a large scale to augment Israeli economic benefits. Preventing those workers from reaching their jobs now constitutes a denial of Israel's continuing responsibilities until a different Palestinian economy is built. In addition, the closure is the cause of suffering and hardship in various specific fields such as that of medical service and treatment. The whole practice, while carried through by the Israelis on the grounds of security concerns, violates the agreements between the two sides and it is destructive and cannot be seriously justified.

4. Closure of the borders of the West Bank and Gaza with Jordan and Egypt respectively, including the movement of persons and goods which are legally being imported by Palestinian merchants, severing any links between the Palestinian territory and the outside world and effectively isolating it from neighbouring countries.

Such a measure terminates any existing trade potential and, coupled with the above-mentioned closure, it results in serious shortages in essential, daily living materials such as foodstuffs and medicines.

This outrageous aspect of the Israeli policy is totally contradictory to the agreements reached and has no relation whatsoever to the concept of making peace. It is a way of bullying the Palestinian people and imposing Israeli will using military means.

In short, the above-mentioned measures of this Israeli policy have been causing great harm to the Palestinian people. Further, this policy constitutes a form of collective punishment of the Palestinian people and it is illogical and has no serious justification. This policy and its measures gravely violate the agreements between the two sides and seriously undermine the peace process and its future. They must be brought to an immediate end.

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GENERAL ASSEMBLY
Fiftieth session
Agenda items 20 (b), 42 and 44
STRENGTHENING OF THE COORDINATION OF HUMANITARIAN AND DISASTER RELIEF ASSISTANCE OF THE UNITED NATIONS, INCLUDING SPECIAL ECONOMIC ASSISTANCE: SPECIAL ECONOMIC ASSISTANCE TO INDIVIDUAL COUNTRIES OR REGIONS
QUESTION OF PALESTINE
THE SITUATION IN THE MIDDLE EAST

SECURITY COUNCIL
Fifty-first year

Identical letters dated 1 April 1996 from the Secretary-General addressed to the President of the General Assembly and to the President of the Security Council

I have the honour to transmit a letter dated 29 March 1996 addressed to me by H.E. Mr. Yasser Arafat, President of the Palestinian Authority and Chairman of the Palestine Liberation Organization (see annex).

I would be grateful if the contents of the letter could be brought to the attention of the members of the General Assembly under agenda items 20 (b), 42 and 44, and of the Security Council.

(Signed) Boutros BOUTROS-GHALI

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ANNEX

[Original: Arabic]

Letter dated 29 March 1996 from H.E. Mr. Yasser Arafat, President of the Palestinian Authority and Chairman of the Palestine Liberation Organization

I have the pleasure to convey to you, on behalf of the Palestinian people and on my own personal behalf, the sincerest expressions of gratitude and deep appreciation for the positions you have taken in support of Palestinian national rights and of the dedicated efforts we are making for the continuation of the peace process and the implementation of the agreements concluded with the Israeli Government for the achievement of a just, lasting and comprehensive peace that will ensure security and stability for all the peoples and States of the Middle East region.

We are addressing ourselves to you, Mr. Secretary-General, in the difficult and critical circumstances in which we find ourselves, in order to assure you once again that we reject and condemn the policy of blockade and closure being pursued by the Government of Israel and to convey to you our extreme displeasure and great concern at the dire consequences the blockade measures are having and at the ongoing closures that have been imposed by Israel on the entire Palestinian people in the areas subject to the Palestinian National Authority.

The general security blockade the Israeli Government has imposed on the West Bank and the Gaza Strip, its reoccupation of areas from which Israeli forces had previously been withdrawn and its failure to withdraw from the city of Hebron in accordance with the timetable agreed upon at Taba and Washington are in flagrant violation of all international covenants, conventions and customs. We consider such blockade and closure as tantamount to the declaration of a state of war against the Palestinian people, a people that have chosen the road of peace but that for more than a month have been subjected to the worst and most unjust form of collective punishment, to say nothing of the starvation of children, women and the elderly and contempt for basic rights that should be respected in the same manner as human rights in all countries of the world.

I appeal to you, on behalf of the Palestinian people, on behalf of the Palestine Liberation Organization and the Palestinian National Authority, and on my own personal behalf, to intervene in person with a view to putting an end to the unjust Israeli measures of blockade and closure. I hope that you will bring this matter to the urgent and immediate attention of the Security Council and General Assembly of the United Nations in view of the dangers to which the persistence of this devastating situation can give rise, inasmuch as the measures taken by Israel constitute a flagrant violation and gross breach of all the agreements concluded between us and the Israeli Government and threaten to wreck the entire peace process. Peace, Mr. Secretary-General, is not the quest of the Palestinians alone but is a pressing need and a basic quest for the international community, for Arabs and for Israelis equally.

In conveying to you once again our pride in and deep appreciation for your dedicated and constructive efforts and the conspicuous and honourable positions you have taken in support of the legitimate rights of the Palestinian people, I am hopeful that your worthy endeavours will be crowned with success so that we may achieve the desired peace based on justice, equality and respect for human rights.

(Signed) Yasser ARAFAT
President of the State of Palestine
Executive Chairman of the Palestine
Liberation Organization
President of the Palestinian National
Authority

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General Assembly

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Fiftieth session
Agenda item 12

REPORT OF THE ECONOMIC AND SOCIAL COUNCIL

Letter dated 1 April 1996 from the Permanent Representative of Germany to the United Nations addressed to the Secretary-General

I have the honour to transmit herewith the report of the Regional Conference on the Role of Public Administration in Promoting Economic Reform in Eastern and Central European Countries, held in Berlin from 24 to 26 January 1996 (see annex)*.

The Conference was organized by the Department for Development Support and Management Services of the United Nations Secretariat, in cooperation with the German Foundation for International Development. It was supported by the Government of Germany through the Foundation as a contribution to the activities relating to the work of the General Assembly at its resumed session on public administration and development.

I should be grateful if you would have the text of the present letter and its annex circulated as a document of the General Assembly, under agenda item 12.

(Signed) Tono EITEL
Ambassador

* The annex is being circulated in the language of submission only.

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ANNEX

Report of the Regional Conference on the Role of Public Administration in Promoting Economic Reform in Eastern and Central European Countries

INTRODUCTION

1. Modernizing and reforming the administrative system is an essential component of the economic and social transformation currently taking place in Eastern and Central European countries. Public administration reform is a sine qua non for development and needed to facilitate the transition of Eastern and Central European countries from a centrally planned to a free-market economy, as well as their integration into the global economy. Related to this process is the task of redefining the role of the State and of public administration. It is generally agreed that the State must change its role from one of direct involvement in production to the functions of development, regulation and the maintenance of an enabling framework. This shift requires considerable modifications in the State machinery and promotion of new skills as well as the orientation of public officials to the changing demands of this new task environment. This considerable agenda for public sector reform was the focus of a meeting jointly sponsored by the United Nations Department for Development Support and Management Services, the United Nations Development Programme and the German Foundation for International Development (DSE). The DSE agreed to host the event in Berlin from 24 to 26 January 1996.

2. The Conference was the first of four regional meetings scheduled in preparation for the Resumed 50th session of the General Assembly on Public Administration and Development, which will be held in April 1996. Its objectives were defined by its organizers as follows:

(a) to analyze the administrative implications of economic reform, in transitional economies, especially in the areas of: policy planning and management; resource mobilization and public expenditure management; legal and institutional frameworks; and civil service reform and training;

(b) to compare the progress accomplished in these countries in dealing with the above challenges;

(c) to review the relevant experience of selected aspects of the developed economies in relation to the four main topics, which are applicable to economies in transition; and

(d) to identify the major issues in administrative reform and develop practical recommendations in this regard

3. Seventeen Member States of Eastern and Central Europe were invited and sixteen participated in this regional Conference. They were Albania, Armenia, Belarus, Bulgaria, Estonia, Georgia, Hungary, Latvia, Lithuania, Moldova, Poland, Romania, the Russian Federation, Slovakia, Slovenia and the Ukraine. Additionally, the following organizations were represented: the United Nations Secretariat, the United Nations Development Programme, the World Bank, the Economic Commission for Europe, the Programme SIGMA and the German Foundation for International Development (DSE). To ensure substantive inputs reflecting the total experience of developed Western countries, the UNDDSMS invited four consultants from France, the Netherlands, the United Kingdom and the United States respectively. The DSE contributed the services of a noted German scholar and of the Rapporteur.

4. The Conference took place against a backdrop of rapid change. A driving force for change is the breathtaking progress of science and technology which has paved the way for the growth of an information-based post-industrial society, the rise of global markets and the liberalization of the international economy. These several developments have opened new opportunities for international cooperation, and correspondingly, added to the pressures for institutional adjustments and reforms. Other contributing factors are the lingering global recession and, in more recent years, the decline of a management ideology which exerted considerable influence in large parts of the world during the early post-war decades. Key features of that ideology and the economic systems to which it was related were tight bureaucratic controls, centralized planning and administration and the State's direct involvement in the production of goods and services.

5. The combined effect of these trends has been visible on many levels. Aside from labour markets, these changes are transforming the world of organizations both in the private and public sectors. They have called for a new emphasis on cost-consciousness, efficiency and lean management. They are also giving rise to a new paradigm of a client-oriented and citizen-responsive public service, one whose structures, procedures and culture may be substantially different from those of previous years.

6. Participants were briefed on the progress of reforms which covered several areas from civil service structures, staff policies and training, to administration audit, tax legislation and privatization. Such inputs demonstrated a diversity of approaches on public administration and economic reform. As the pace of progress differed, so did the degree of implementation from country to country. All national experiences, on the other hand, appeared to recommend the need for a balanced approach, avoidance of extremes or spasmodic measures. They further highlighted the value of clear vision, long-term holistic strategies, stability, coherence and consistency in the pursuit of change. These, in turn, were predicated on building the capacity - both in terms of personnel and of institutional tools - for the complex tasks of planning and implementing reforms.

7. New skills had to be imparted and attitudes developed to carry out new functions and to displace a culture of risk avoidance and secrecy. Better coordination and information flows were also highly prized, but it was widely agreed that they should be the outcome of more effective mechanisms and closer integration, not steeper hierarchies and centralized control. Both participants and speakers emphasized the merits of flexible, pragmatic and undogmatic policies of deregulation and denationalization. They also took the view that privatization should be conducted in such a manner that it effectively introduces competition in the provision of services, and not establish private, in lieu of public, monopolies.

8. The State will not wither away. Indeed, it could be argued, that their deliberation bore weighty testimony to its enhanced significance. However, what the Meeting has

demonstrated is that the scope and structures of government and of the State - indeed their very nature - are changing very rapidly and will continue to evolve. The challenge that confronts us is how to smooth this process and guide the course of change, through democratic methods, towards constructive ends. A strong proactive government may not be necessarily one that is big. It is certainly not bureaucratic. Rather, what is required is a government less concerned with preemptive controls of all facets of national life, and less directly involved in - let alone monopolizing - the production of goods and services. Instead, participants felt that the ongoing transition from a centrally planned to a free market economy calls for a government more concerned with creating and sustaining an environment in which such goods and services can be produced efficiently to the satisfaction of citizens and clients. Such are governments of States which not only respect and protect the rights of private citizens, but also actively promote and facilitate their fulfillment in the form of diverse individual or group activities. This is a State that listens and communicates, a State whose civil service is responsive and accountable and whose decision-making processes are transparent and open to public participation and review.

9. More and more in all of Europe, we live in states where governments remain the dominant players, but are not alone in the field; and where the proliferation of non-state actors, taking a prominent part in civic affairs and economic activity, already constitutes a basic fact of life. Civil servants must be exposed and sensitized to this important development. They must be trained in the productive use of the private sector capabilities and promote its potential to accomplishing public purposes in a broad participative manner. This would include recourse to "farming" or "contracting out", franchises, competitive bidding and the constructive use of market mechanisms, in general.

10. In large parts of the globe, old bureaucratic structures and corresponding methods are slowly giving way to new, more innovative and user friendly ways of getting things done, in which the demarcation between government and governed can often be blurred. A State accustomed to thinking for its "subjects", telling them what to do, is now progressively learning new ways of interacting, soliciting advice and seeking the support of those directly concerned. The old top-down approaches are slowly being replaced by new patterns of administration, in

which deconcentration, decentralization and debureaucratization are prominently featured as paths which lead not only to greater efficiency and client satisfaction, but also to grass-roots democracy.

11. Of course, none of those paths are easy or risk free. For instance, several participants remarked on instances of dysfunctions arising from the initial drastic dismantlement of the old structures and setting up of new ones. Also, reference was made to measures which promoted decentralization, devolution and deconcentration, but which did not sufficiently take into account the need to preserve proper balance between central and local government on the one hand, and between the several layers of government on the other. Likewise, the gains secured through civil service reforms had been partly offset, in some cases, by the effects of braindrain and the rapid turnover of staff.

12. Is there a common ground? The Conference thought so. Its general conclusions, the product of exchanges both in the plenary sessions and at the group discussions, suggest that:

- What is needed is not less government, but *better* and *different* government;
- We need to redefine the respective spheres of State and non-state actors, i.e. the private sector and non-governmental organizations ("NGO's") and also build the mechanisms for better interaction, interface and cooperation between them. A "state of the union" report (or "governance report") would be helpful in highlighting such linkages;
- We also need to ensure that interactive processes of this type and the participation of groups from civil society in policy-making processes are not monopolized by strong, well-organized interest or pressure groups. Transparency of those processes is important in order to create positive reinforcement and synergy; effective cooperation of all actors is also critical;
- We need enabling frameworks of laws and regulations that generate stability, confidence and predictability, support individual initiatives and make the enforcement of rules and decisions possible;
- We also need to ensure the timely and universal dissemination of information on laws, decrees and policies. In this connection, clarity is of the essence. Clarity makes it possible for legal information to be disseminated and made widely known;

- There are four major areas, where legal action is required. First, it is necessary to establish property rights and to ensure their legal protection. Property rights must be asserted clearly and without ambiguities. Second, it is necessary to ensure competition; otherwise monopoly of the State in business activities will simply be replaced by the monopoly of private capital. Third, special attention should be paid to the protection of citizens' rights against the bureaucracy. This includes the development of administrative procedures, judicial review of the administration, and development of the institution of the ombudsman or its equivalent. Fourth, the importance of labour laws is crucial. ILO conventions that protect the rights of workers must be carefully reviewed and duly implemented. The prompt enforcement of rules is a prerequisite for a viable democratic order. Without it, even the best law remains without effect;

- We need to understand that privatization is not a goal in itself. It is an instrument to increase efficiency in society, to improve the use of available resources and to make market-oriented reforms irreversible. Ownership restructuring must be undertaken in accordance with conditions and priorities in different societies. The role of government is to create an enabling environment for the process of privatization. It requires transparency and openness of procedures; there is no market without transparency. The growth of a new private sector makes new demands upon the civil service and quite often requires new skills from public administrators. It is the responsibility of public administrators to create a system which is conducive to economic development for both the private and communal sectors;

- We also need to establish by law a clear separation of responsibilities between the central government and the local authorities. The latter should be vested with proper financial means, including tax powers and assets in accordance with their responsibilities;

- We need a civil service with a strong professional ethic and orientation, a high level of technical competence and administrative skills and a culture emphasizing the paramount importance of service to the community. High on the list of priorities is the need to infuse the prevailing culture in the public sector with the conviction that service to society and the citizen is the major *raison d'etre* of the civil service and to reinforce *responsiveness, transparency, impartiality, objectivity and accountability* as major professional values;

- We need to create conditions that favour the success of civil service reform. One such condition is support from public opinion; another underscores the need for cooperation among institutions engaged in civil service reform. Training is rightly viewed as an important strategy in this connection. Regional training programmes have a special role to play. International organizations (such as UN, the Programme SIGMA, EU) as well as bilateral programmes can reinforce the

quality of training by revamping and refining trainers' skills through programmes of training the trainers. The value of such programmes lies precisely in the fact that they create multiplier effects and expand the scope of training in the region,

- We also need to establish and to maintain the needed data bases for civil service management. Such data bases are valuable not only in the conduct of training, but also, in the development of civil service policy, the establishment of benchmarks, realistic standards and norms, etc. The exchange of information through communicating data bases as an important tool to further integration in Europe and beyond; and

- Lastly, we need to create a framework for effective resource mobilization and public expenditure management. In this regard, the Conference proposed that consideration be given to the following:

  (a) setting up of official export promotion agencies, e.g. facilitating participation at trade fairs, maintaining commercial representation abroad. These agencies usually remain in the public sector;

  (b) trade information centres, which compile basic information on main overseas markets, industrial standards and trade agreements. Such agencies, modelled on UNCTAD Trade Points, could ultimately be transferred into the private sector and be run by a business association; and

  (c) encouraging private companies to provide information on production/quality control assistance, final packaging and labelling, financial assistance etc.

With regard to public expenditure management the Conference recommended:

(a) where services can be specified, measured and monitored in a contractible form, governments may consider the redefinition of relationships between policy-makers and policy implementers in ways that would allow closer specification of service standards and targets, decentralization of appropriate managerial autonomy and performance-linked management incentives (rewards and penalties);

(b) greater attention to the potential, as the private sector expands, of contracting out selected government services to private firms and in-house agencies on a competitive basis. Some countries have claimed significant cost savings and quality improvements from this approach; and

(c) to transfer of some revenue-raising and expenditure authority from central to lower level governments.

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REPORT OF THE ECONOMIC AND SOCIAL COUNCIL

Letter dated 3 April 1996 from the Permanent Representative of the United Arab Emirates to the United Nations addressed to the Secretary-General

In my capacity as Chairman of the Arab Group for the month of April 1996, I have the honour to transmit herewith the report prepared by the Arab Administrative Development Organization entitled "Administration and development in the Arab countries" for submission to the General Assembly at its resumed session on public administration and development, in accordance with Assembly resolution 49/136 of 19 December 1994 (see annex).*

I should be grateful if you would have the present letter and its annex circulated as a document of the General Assembly, under agenda item 12.

(Signed) Mohamed Jassem SAMHAN
Ambassador
Permanent Representative
of the United Arab Emirates
to the United Nations

* The annex is being circulated in the languages of submission only.

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ANNEX

Public Administration and Development in the Arab Countries

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Public Administration and Development in the Arab Countries

Introduction:

This paper briefly surveys the experiences of Arab countries in the area of administration and development. It sets out the priorities for the region and describe the role of the Arab Organization for Administrative Development (ARADO). The paper concludes with recommendations for building effective partnerships. The paper also contributes a group of ten projects which respond to the needs of the region.

Past Experience:

1. Arab countries, members of the Arab League have been active in different ways in the past decade to improve the functions and services of their public administration. Administrative reform programs were launched in almost every country in the region with different approaches reflecting different conceptual foundations. There are those who reorganized individual ministries and there are those who considered the entire civil service but began with strengthening the central ministers and the management of public personnel. Some have looked upon reform as a major task of procedures simplification and improvement of service delivery in specific areas affecting the greater majority of the public. Still others have attempted to improve the legal environment for conducting government business and some have revamped certain codes to facilitate business-government relations and promote the private sector.

2. Administrative reform has therefore gained a new momentum to respond to the challenges of the new realities in economic life inside and outside the region. The new world economic and political order and the advocacy of free trade, and market, driven economies are introducing new rules. This dictates the review of laws and procedures that influence the investment and business environment. There is an active interaction between government agencies and the private sector. Joint public-private sector committees are established to give the private sector a stronger role in policy formulation and decision-making. This sense of interdependence creates a favorable environment which encourages private sector investment and growth.

3. Public finance management improvement was of major concern to some governments. Reform of the tax administration system concentrated principally on modifications in the tax rate and methods of tax collection; few have focussed on curbing bureaucratic inefficiencies in the administration of tax laws. Public finance management will remain an area where much work still needs to be done.

4. The same may be true to the area of administration of justice. Most countries suffer from serious backlogs in their judicial system due to internal inefficiencies, inadequate number of trained personnel, antiquated procedures and physical facilities and weak utilization of information management systems and alternative methods of dispute settlement, such as mediation and arbitration. There is still much to be done this area despite significant efforts by some governments, particularly for skills development and the use of computerized information systems.

5. In the delivery of social services, a number of countries have started programs to reduce poverty and offer better services to their needy segments of the population. Different approaches were developed to generate employment at the grass roots level with successful outreach programs using the services of active NGO's. Successful family planning programs were implemented and several non-formal education programs were organized for the same purpose. Micro enterprise development and cottage industries are being assisted by government agencies.

6. Some countries are also involved in reform programs aimed at improving the institutional relations between central and local government agencies. Governors of state provinces (governorates, wilayas) were given comprehensive powers by some governments for making development decisions to decentralize the process and facilitate the development and implementation of local projects to accelerate the rate of development.

7. Local governments in some Arab countries have established democratic decision-processes, some are guided by old cultural traditions for participation in local governance, others have introduced new approaches for the selection and appointment of governors and senior local officials. Where old local ties are feared to influence the decisions and behavior of senior staff, a system of rotation among civil servants has been introduced whereby careers in local or central government are interchangeable. Accountability for local government performance has been made explicit and the local begislative assemblies effect a high degree of control. However, more training specifically designed for local government officials is still needed if the process is to be sustainable.

8. Human resources development has been given attention by all governments of the region. Training institutions exist in every country to develop the skills of government officials, but they benefit the officials of central government more than others. There are specialized training institutions catering for top officials and special programs for leadership. There are also several centers for training entry and low level officials. The experience gained in this field is increasing the level of sophistication of training and the Arab training centers do cooperate among themselves to further develop their capacities and programs.

9. For policy analysis, review, monitoring and evaluation, a relatively new area for many countries of the region, significant efforts are being made by some governments. These have created decision support centers which collect important data on different aspects of economic, legal and social affairs. This is no insignificant trend, especially in the context of an oral culture which tended to consider national statistics only at the aggregate level and even as national secrets, by some.

10. Though still embryonic in some countries, decision support centers are playing an important role in civil governance and information networking. However, due to their recent experience, these centers have not yet played an equally significant role in policy analysis and evaluation. The priority of resource allocation is given to data collection, classification and dissemination. Staffing these centers with the required level of sophistication is being encouraged and staff is sent overseas for further training. Policy analysis remains an important activity in different universities and research centers.

11. In the delivery of social services, general progress has been made. Family planning and youth employment projects have been successful, so have projects for poverty reduction and eradication of illiteracy. There are numerous NGO's supporting the government efforts in this field. There are however, gaps in professional development activities and much is still to be learnt from best practices in the Arab region and elsewhere.

12. In the area of environment, there is only a beginning in terms of institutional arrangements, laws, regulations and general awareness. In some countries, NGO's for encouraging environment protection and public education were established to allow the civil society to support government agencies in this field. Revision of the laws related to environment protection and effective use of natural resources is an activity that is still wanting in some countries of the region. Coordination and cooperation among different institutions, in the context of clear environmental policy, is still lacking, in general.

Regional Needs and Priorities:

13. Despite significant efforts to improve public administration in the Arab region, there is strong need to develop, in each country, a vision for comprehensive institutional adjustment to achieve development objectives. Reform of economic policies and structural adjustment programs have, in many cases, taken the administrative capacity for granted. No purposeful strategy has been seen to twin economic reform with administrative reform. Such twinning is necessary if development programs are to be managed effectively. Piecemeal imporvements cannot achieve development objectives unless they are conceived and implemented in the context of a well-defined strategic plan, supported by strong political commitment at top level.

14. A priority for the countries of the region is to review their institutional structure and examine the functions of each unit to assess whether the functions accumulated throughout history are still valid and needed in the immediate and medium-term future. Major units of the bureaucracy create satellite and affiliated sub-units to perform specific tasks in response to a felt need. Such units create their own momentum and continue to exist way after the circumstances that led to their creation are long gone. In the absence of a tangible need for such units, they create work for themselves to survive, even at the cost of being duplicative, redundant and expensive. A weeding out process is necessary if organizations are to perform effectively and efficiently.

15. Such review should not be limited to the organizational structure and functions. There is equally a strong need for examining the rules and procedures regulating decision making and behavior. This is necessary to rejuvenate the functions of administrative units by ridding them of historical rules that are no longer suited for the present or the future. A third dimension of the review is the assessment of the suitability of the human and physical resources available for the functions and mission of the unit.

16. Skills and experiences may be updated through different training techniques and appropriate equipment should be made available to facilitate good performance. Such reviews are no small tasks, they need persistence and expertise that is culture-sensitive in order to develop acceptable and therefore, implementable solutions.

17. The development of **Strategic Decision Support Centers**, is another priority for many countries in the Arab region. Apart from the important task of data collection on all aspects of national life to

support the decision making process at strategic government levels, the role of policy review and analysis and the testing of a number of options and political and economic scenarios, is necessary. Such centers constitute the brain power of government; they should monitor policy implementation and impact to provide the necessary feedback to enrich the policy process.

18. The **reform of local government** administration is another priority area for the region. Needless to emphasize that decision making is more effective when it is closer to those who are affected by the decisions. Development at the grass roots level is more sustainable since it is more responsive. Local administration has not been given the same degree of attention as was given to the center and the capital city in almost all Arab countries. This is an area for much work to change and modernize the structure procedures, regulatory functions, public finance, social services, infrastructure and human resources development. Indeed, the entire issue of governance, at local levels, need thorough examination. Strong political commitment, evidenced by financial resources and clear policies, are necessary for this process to succeed. Continued neglect of local government administrative reform is detrimental to the development process.

19. Another priority area, from regional perspective, is the **review of the civil service personnel management system**. The human resources that manage development programs and maintain peace and order in the community must always be the core of attention for policy makers. The pay and incentive structures need to be seriously reviewed in some countries. The disparity between the total renumeration package and the cost of living, in a number of Arab countries, is so significant that it has given rise to blatant rent seeking and destruction of ethical standards.

20. Government administration is bloated with personnel in some countries The heavy weight of administrative personnel, makes government bureaucracies sluggish and ineffective. Regrettably, there is very little room for maneuver, given the level of economic development and growth rate in these countries. Few opportunities exist outside government to employ the masses that would have to be effectively removed from the government payroll, if administrative agencies are to be managed economically and effectively. The solutions for this problem are not easily implementable, short of social unrest, if done inappropriately. Strategic decisions must first be made to resolve the problems of numbers of civil service personnel. Training and skills development efforts may be wasted if the plethora of services and agencies persist and create real obstacles to development. This is a basic area, the very foundation for institutional adjustment and reform.

21. Related to this priority area, is the **management of the civil bureaucracy**. The machinery of government must be continuously monitored and well maintained to function efficiently. Sometimes it has to be re-engineered. In this respect, Arab countries need to strengthen and strongly support the **ministries of civil service** or those institutions responsible for managing the government bureaucracy.

22. The role of these institutions needs to change radically in some cases. In many cases they have been only the depositories of personnel files and guardians of the rules of service. They need to have a modern mandate. They should be entrusted with the mission of updating and reviewing the functioning of public agencies and setting performance standards in the delivery of services to the public. The traditional role

of managing the staff employment process remains valid, but the mandate should be significantly enlarged for the sustainable development of public agencies. This requires political commitment, availability of resources and the development of high expertise.

23. Another priority area is **public financial management**, including budgeting reform, tax and customs administration. Economic reform and structural adjustment programs, trade liberalization and the transition process from central planning to free market economy, have created new realities calling for change and adaptation. A new model of behavior is also required to move from a perception of control to that of facilitation and assistance. Rigid regulatory systems must be replaced by standard-setting and monitoring the adherence to those standards. Automation and modernization of equipment and the introduction of innovative ways of settling disputes are all elements of the required institutional adjustment.

24. The **reform of the administration of justice** is equally a priority for the Arab region. The need for modernizing the laws and for improving courts and records management, is very clear. Lengthy litigation processes are a major deterent to the flow of foreign investment. Investors must feel secure under transparent, consistent and speedy system for settlement of disputes. Reform in this area is pivotal for establishing a conducive environment for the promotion of private sector and economic growth.

25. **Rebuilding administrations after Civil Strife and managing peace** is a priorty activity for Lebanon, Somaila and the Palestine National Authority. The need is to rebuild and, in some cases, establish new institutions for central and local government andministration. This is a chance to establish a modern machinery of

government to manage development and creatively avoid whatever administrative and governance issues that may have contributed to or inflamed civil strife.

26. The enhancement of "**development culture**" is much needed. This is no fuzzy idea. Development cannot be expected to happen as a result of programs designed and implemented by government bureaucracies. Sharing information on development issues, programs and achievements, raises the public awareness and increases the government credibility in the public eye, and consequently increases the political capital of the government. Access to such information by the public, the NGO's, and the press is important to spread the gospel of development. Creating public fora for debate and expression of opinions, enhances the policy process, increases public participation and engages the beneficiaries in program design and implementation.

27. To these priority areas may be added the valuable recomendations that the Experts Group Report (E/1995/122) has conveyed to the UN member countries. They are worth the serious consideration of all countries. These recommendations and the priority areas identified above, may constitute a useful menu of projects for comprehensive administrative reform in support of sustainable development. A brief description of a sample of projects is included in this paper.

Role of the Arab Organization for Administrative Development

28. Since its creation in 1969 as a specialized agency of the Arab League, ARADO has provided advisory services to member states, organized conferences and training seminars and issued research reports, several publications and a journal on administration in the Arab World. ARADO has also prepared case studies and films in support of its own training activities as well as those of training institutions in the region. It conentrated on training the trainers and continues to support them through advice and training materials. ARADO's library has also served researchers and readers in the region.

29. The Organization has recently completed a thorough review of its mission and functions with a view to responding to the challenges of administration and development in the area of globalization, peace and security in the region and the requirements for sustainable economic and social development. It has benefited from past reviews, from the opinions of member governments and from experts in the field. The political support given to ARADO by all member countries will facilitate the implementation of its mandate.

30. ARADO conceives its role in the region in a similar manner as that of the UN Public Administration and Finance Program. The recommendations addressed by the Experts Group to the "Programme" and the UN in general, contain most of what ARADO plans to do in the Arab region. ARADO therefore, considers itself as **an extension of the UN "Programme" in the region;** it pledges to support and implement these recommendations with all the means available to it. ARADO also welcomes and endorses the Experts' recommdation to rename the "Programme" the UN Programme in Public Administration

and Development (A/50/525-E/1995/122; Appendix I.pg. 54, #4). ARADO also endorses the recommendions contained in the UN Secretary General's Report on the subject.

31. A significant new orientation for ARADO's mission and programs is the support for stronger linkages between government agencies and the private sector, to become the virtual engine of economic development and growth. Governments are making great efforts to facilitate the promotion of the private sector in all fields. Business leaders in the Arab region need new mechanisms for building an effective partnership with public agencies to smoothen the transition to market-led economies. ARADO plans to support these efforts by rejuvenating the roles of chambers of commerce, industry and agriculture and by assisting them in providing their members the needed services. ARADO also plans to establish an oppropriate forum to enhance government-business debate and cooperation for mutual benefit. Research activities will focus on issues of common concern and with important implications for public agencies and development.

32. Global trade and the international business environment impose a new culture with which ARADO intends to equip the Arab business manager. Increased knowledgae about international and regionl trade blocks, laws of competition, international trade agreements, sources of materials and equipment, is needed. ARADO plans to devote special attention and programs to respond to this need.

33. To promote public-private sectors interaction, ARADO plans to organize symposia and seminars around defined themes dealing with specific policies, laws and projects to bring these partners in development together to strengthen their communication and develop common understanding. In this respect, ARADO will work closely with

chambers of commerce and industry and with professional and trade associations to increase the relevance of its programs.

34. The Arab region has several Faculties of Commerce, but these do not produce the future manager. Educational programs have served careers in government agencies and the public sector, which controlled economic activities from central government perspective. The promotion of the private sector and the culture of entrepreneurship and business management need education and training programs of a different nature. ARADO is in the process of establishing the **Arab Institute for Strategic Management** to train practicing private sector managers and to provide consultancy services to business firms in the region. Also under preparation, are twinning arrangements with highly reputable institutions to support the Institute with quality control services, advice on curriculum and faculty development.

35. Like the UN Programme for Administration and Development, ARADO plans to strengthen its comparative analysis of reform experiences in the region and prepare reports and case studies to be shared among the member countries and facilitate the exchange of information within and outside the region. In this respect ARADO will also strengthen its efforts to establish cooperative programs with relevant institutions in the world to distill valuable lessons and share information on "best practices" and the context in which they are applicable. These would also be published in the form of "guidelines" or informal "administrative notes", to emulate success and avoid pitfalls. The institutional network it plans to widen will also allow for sharing expertise, wherever possible. ARADO will also increase, update and publish its list of experts.

36. ARADO will continue its training role for top officials and business managers. Training the trainers and improving the management and effectiveness of the training process in government and business insitutions will also continue. Basic to the success of these activities is the constant search for new techniques, modern equipment and successful design. Monitoring and assessing the impact of training programs will ensure the increased relevance of future activities.

Towards Improved Collaboration with International Institutions

37. Learning from past experiences in the Arab Region and others around the world to benefit future actions, and in view of the recommendations made by the group of Experts on Public Administration and Finance and the Report of the Secretary General (E/1955/122). ARADO makes the following recommendations to the august UN General Assembly.

38. **Technical Assistance and Building Effective Partnerships.** The design of technical assistance activities should aim at building effective collaboration with recipient organizations. TA should build institutional learning mechanisms to allow recipients to monitor progress, learn from experience and develop sustainable improvement plans to further the aims for which TA had been provided. Many good programs collapse when the TA staff leave at the end of a project. A key reason is the failure of TA staff to develop the self-learning capabilities that become systemic elements of sustainability.

39. To build effective partnerships, TA staff should endeavor to share their expertise with the recipients. Success and good achievement should be measured by the degree of transfer of expertise, and the practice of aquired skills and knowledge. Benchmarking for evaluating the effectiveness of TA should be a condition of contracts for the provision of TA services. Performance and remuneration should be measured accordingly.

40. **Technical Assistance and National Culture.** Effective partnerships require familiarity with and sensetiveness to the culture of recipients. Adequate preparation and orientation of TA staff should precede their field work. The recipient does not afford the time and cost to orient the TA staff in the field; they should come prepared to start operations without delay. Such preparation and orientation should not be at the cost of the recipient. The benefits of proper preparation need no defense; the impact of weak or no preparation is obvious.

41. **Technical Assistance and Capacity Building.** The design of TA activities should encompass the entire agency receiving foreign expertise. Indeed, beyond the very specific technological assistance in specialized fields, the more sustainable impact happens when the assistance gives due attention to building the capacity of the entire establishment and not restricted to one unit, to the neglect of others. Funding TA activities, regardless of their form or source, should be calculated on the basis of what is to be done to develop the institutional capacity. This assumes that during the TA needs assessment exercises, the entire institution had been taken into consideration.

42. **Technical Assistance and the Use of National Experts.** TA staff should not necessarily be exclusively foreign. Most developing countries are now endowed with highly educated professionals. Many

may have been educated in the same institutions where members of the foreign TA staff may have studied. Some national experts have also gained valuable experience working in foreign firms at home or overseas, and some may have taught in foreign universities. Therefore, there are obvious mutual benefits for foreign TA firms to utilize the expertise of national resources. Joint contracting should be encouraged, rather than sub-contracting; the financial benefits under the latter approach go to the foreign firm. TA funding institutions would further contribute to national capacity building if they allow adequate opportunities for employing local professionals side-by-side with expatriates.

43. **Role of the Recipients.** Success of technical assistance depends also on the degree of preparedness of the recipient institution. The recipient should ensure the availability of trainable local staff who can benefit from the expertise provided. Counterpart selection is important; beside linguistic skills, the counterpart should be familiar with the TA activities and the reasons why they are provided. The managers of TA activities should monitor the degree of learning that counterparts are achieving to measure the benefits received.

44. Besides the provision of logistic support to the TA staff, recipients should also ensure the timely availability of local counterpart funds needed for effective implementation of TA activities. Many experiences, both in the Arab region and elsewhere, have shown the loss of TA staff time and energy due to the unavailability of local funds for operation.

45. Indeed, as much as we recommend the consideration of the needs of the entire institution for capacity building, we also recommend that recipient institutions should inform and prepare their staff regarding the rationale for receiving TA, the activities to be performed and the requirements for their success. This would contribute to the building of effective partnerships for which those recommendations are made.

PROPOSED INSTITUTIONAL DEVELOPMENT PROJECTS

1. Building Strategic Capacity for Development Policy Management

Objectives:

a. Develop and maintain an effective system for policy analysis, monitoring and feedback to support the decision process.

b. Develop and keep updated viable data collection and analysis mechanisms in ministries and public agencies which network together and with the central decision support system in (a) for fast communication and policy implementation monitoring.

c. Endow the central and key decision centers in the executive, legislative and judicial institutions with analytical capacity in terms of staff, equipment and information systems.

Approach:

a. Review data collection, processing, storage, retrieval and dissemination systems in government agencies.

b. Analyze the institutional capacity for carrying out these tasks;

c. Analyze the skills profile of staff (technical and managerial) and assess their suitability to carry the policy analysis and information systems management tasks, with a view to determining their training needs.

d. Keep the top level of government leadership continuously informed of progress of diagnostic stage, obtain their comments and enlist their support.

e. Formulate action plans for institution building / development in this area, and include the needs for physical facilities and equipment. Provide details of financial inputs required to implement the proposed action plans.

f. Prepare staffing and training plans to produce the required staff profile and detail the financial support required.

g. With top level political commitment, implementation may first focus on central / cabinet level. Individual ministries, agencies and local government institutions, may be gradually included in the project.

2. Rationalizing Bureaucratic Structure

Objectives: Streamline the decision process, thin out bloated bureaucratic structure, avoid duplication in the functions and roles of various government units.

Approach: The project would concentrate first on the core economic ministries and agencies. In the second phase, the analysis would focus on ministries dealing with one field of government activities, such as "social service", "education", "trade", and "public health".

A team of experts will work closely with a counterpart team in each agency to carry out the analytic tasks. The joint team would examine all legal documents pertaining to the mission, functions, organizational structure and decision processes within the departments and agencies of each ministry. This analysis will be complemented and compared with the results of thorough and extensive interviews with:

a) Senior and top officials of the unit concerned;

b) at a lesser degree of intensity, with middle and lower ranks and with an appropriate sample of the beneficiaries and the public using the services of that unit. The analysis would also cover all other units of government and public / private sector institutions that deal with the unit being examined. The results of such analysis would be compared with those of other units and would lead to the formulation of recommendations regarding the structure and operation of different agencies.

3. Performance Management and Accountability in Government

Objectives: Institutionalize and strengthen the concepts and systems of performance management and accountability in government agencies.

Approach:

a. Review current system of performance evaluation both at the human and institutional levels.

b. Define current concepts and practices of accountablity.

c. Assess the political commitment for change to decide on the piorities, focus and means of effecting change.

d. Assess the degree of willingness, at the operational level, for changing the status quo in favor of modern system of performance management and accomtability.

e. On the basis of analysis of both the political and operational level, formulate feasible plans to introduce and institutionalize the new concepts.

f. Training at different levels will be necessary to elucidate the concepts of performance and accountability.

g. The operational implications of these concepts and the consepment changes that will be needed, have to be instilled in the mind of the legislative and executive levels. In some instatnces, comprehensive changes may be required. Sensetivity to the administrative outline will help determine the scope and extant of these changes.

4. Government Institutional Networking with the Private Sector

Objectives: Foster institutional linkages with the private sector to improve the decision making process, promote private sector contribution to economic development and increase government responsiveness to the needs of private enterprises.

Approach: a. Review existing linkages between government agencies and private business, both in terms of regulatory functions and opinion seeking in support of the policy process.

b. Analyze the legal and institutional framework in which such linkages exist. Analyze also their scope and extent of coverage in terms of sectors and geographic location. The instrumentality of the linkages is included in the analysis.

c. Determine the perception of government institutions of the roles of private business and professional associations, chambers of commerce, and other civic associations and NGO's, in support of development plans. Determine also the perception of these entities of the government regulatory and policy roles in the economic and social order.

d. Prepare a diagnostic report and share it among key representatives of government and the private sector

institutions. Include in the report a tentative plan of action to effect, support and promote the linkages between government and private business institutions.

e. Discuss the report and the tentative plan in the appropriate forum, given the cultural and political sensitivity to such discussion, in some cases.

f. The reactions to the report by representatives of the government and private sector institutions are then carefully analyzed to determine the actions needed on each side to establish and strengthen the networking and mutual support methods and instrumentalities for effective cooperation in support of development. Models of such networks in different parts of the world are useful examples to consider, when no such networks exist in the project country.

5. Institutional Development in Social Safety Nets

Objectives: The process of structural adjustment and economic reform should be institutionalized to become a natural characteristic of the national economic order. The social safety nets established to absorb the shocks of privatization and the transition to market economy and free trade, have proven to be successful instruments of social policy and economic development. They have been used to finance private projects at the small and micro levels, reduce poverty through job creation and training and increase interaction with the needy segments of the population. The principal objective of the project is to make these social safety nets a permanent and effective instrument of government social and economic policies.

Approach: a. Evaluate the performance of these institutions through analysis of their programs and plans, compared with results achieved.

b. Seek the opinion of a wide sample of beneficiaries to determine the degree of efficiency and effectiveness of the institution.

c. Analyze internal administrative policies and procedures, decision support system organizational structure, human resources skills and knowledge, and determine the suitability of these elements for successful institutional performance.

d. Determine variances between opinions of beneficiaries, those of the social safety net staff and official reports. Determine where gaps exist and the reasons that led to them.

e. Determine the degree of duplication, if any, of the functions and services provided by the safety net with similar services provided by other units of governments social policy institutions.

f. Propose action plans to strengthen the safety net, increase its effectiveness and efficiency, avoid possible duplication with others and prepare for the institutionalization of such safety nets to become a regular component in the national economic and social development strategy.

6. Rebuilding the Bureaucracy to Manage Peace

Objectives: Establish a viable apparatus to manage development at the end of conflicts, build confidence and deliver public services.

Approach:

a. Assist the legitimate authority to define the priorities of national action. Nation rebuilding team should be established and endowed with proper authority to make decisions and act with confidence.

b. Reconstitute the core ministries for economic management, public health, education, national security, justice and social services. Begin with modest programs that are manageable within present financial and human resources constraints. This is an opportunity for fresh start avoiding problems that may have delayed development or caused conflicts in the past.

c. Establish a unit for decision support through data collection, review of past legislations, examination of past policies and the provision of central advisory services.

d. Establish new policies and procedures for public finance management, for audit and accountability.

e. Reconstitute local administration to revitalize economic life, maintain order and justice and provide social services.

f. Restore productive capacity through repair of existing facilities and the acquisition of new ones. Infrastructure projects should attract private sector participation.

e. Enlist the support of the private sector to revitalize economic life and facilitate trade and investment.

g. Rebuild the human resources through education and training programs.

h. Enlist the support of friendly countries to obtain expertise and funds for reconstruction.

7. Capacity Building for Local Government Administration

Objectives: Reform and revitalize local government machinery to effectively manage development, maintain security and order, administer justice and provide social services.

Approach:

a. Central government leadership, political, legislative and executive, should be committed to a declared policy of deconcentration of decision making and governance. Legislative instruments and executive orders should form the legal foundation for this policy and empower the local government bodies to take initiatives, act and assume the responsibilities of managing local government affairs.

b. Establish local legislative system and clearly define the roles of the different bodies of local governance.

c. Establish a system of public finance, at local levels, and define the rules for obtaining central government funds to support local projects.

d. Review the structure and administrative practices of local government units to recommend possible changes to improve the system.

e. Assess training needs for local government staff and develop training programs and activities to meet those needs.

f. Design local government programs to rekindle the creative capacity and initiative-taking for local population and enlist their active participation in local development projects.

g. Promote private sector investment through the development of an enabling environment. This may require partial or comprehensive overhaul of existing legislations and administrative procedures.

h. Review and modernize the system of dispute settlement. Utilize culturally - based methods of maintaining social peace.

j. Define the system of accountability for local administrative performance, vis à vis the local population and the central government.

k. Renew and develop staff skills through education and training programs. Local government personnel management laws and procedures may need to be updated to facilitate good performance.

8. Capacity Building in Administrative Development Units

Objectives: a. Enable the administrative development units in central and local government to be effective maintenance and modernization engineers of the government administrative machinery.

b. Where administrative development units do not exist, create the capacity for continuously reviewing and improving administrative performance at institutional and personnel levels.

Approach: a. Basic to capacity building efforts for increasing the effectiveness of administrative development units and programs, is the political commitment and coviction at highest levels that such units have a legitimate and needed role to perform. These units should be conceived as the brain of administrative set up and the conscience of the administrative body. Therefore, the first step in the capacity building project, is to ensure the existence of such commitment and conviction. Where this is weak, it is necessary to develop it through persuasion and provision of successful examples where such units have been effective.

b. Assuming that political commitment exists, the project would review existing arrangements for the functioning of administrative development units. It is

necessary to analyze their capacity to function, in terms of their location in the organization structure; their organizational affiliation; their distance from key decision centers; their legal foundation and degree of empowerment; their staff capacity; their budget; their tools of operation and above all, the degree of political support they receive and the responsiveness of the administration to their recommendations and different activities.

c. This diagnostic exercise will set the stage for recommending specific policies and programs for increasing the effectiveness of administrative development units.

d. The government response to the recommendations will be an indication of the degree of their commitment to administrative reform. Implementation plans will be influenced by and based on the degree of such commitment and therefore, on the resources that will be made available for successful implementation.

9- Improving Sector Management

Objectives: Strengthen and build capacity for managing sector development programs. This is applicable to individual sector but may involve different ministries, government agencies and local government authorities. Several projects may be developed, each focusing on one sector.

Approach: a. Survey all government units involved in the sector for which the project is prepared. The output of the survey will indicate their respective roles, degree of involvement and their organizational and geographical location.

b. In-depth analysis will be made for each unit involved in the sector to identify: their structure, roles, activities, decisions and decision support system, administrative procedures, beneficiaries of their services, financial and human resources, methods of service delivery.

c. During the diagnostic phase of the project, issues impeding the effectiveness of each unit will be identified. The staff will be a valuable source of information; so will the beneficiaries. The causes of the issues should be clearly spelled out. These may relate to policy coordination, loosely defined mandate, possible duplication, contradiction, bottlenecks in program implementation, difficulty for beneficiaries to obtain the required services, lack of knowledge by the

targeted beneficiaries of the availability of the services, tight budget resources, inadequate staff resources, both in terms of quantity and quality, insufficient data resources, antiquated equipment and work methods, among others.

d. Each of the issues identified and knowledge of their causes, may require a different response. Remedial programs to be recommended should address particular issues.

e. Assuming unwavering political commitment for sectoral reform, all proposals must be discussed among the stakeholders to build common understanding and consensus on recommendations to be endorsed or modified.

f. Endorsed recommendations become the subjects of implementable action plans with specific outputs and monitorable target delivery schedule.

10- Strengthening Central Control Agencies

Objectives: Increase the effectiveness of control agencies as key institutions of accountability for public funds, efficiency and effectiveness of delivery, ethical conduct and strict implementation of laws and regulations. Agencies of public audit and administrative control are key institutions of governance; their existence is necessary as guardians of the rule of law in administration and accountability for decisions and behavior in public agencies. Their effective performance as a model for other agencies is the principal objective of this project.

Approach:

a. Analyze the roles, functions and work procedures of these organizations and stress the suitability of their structures, staffing and physical resources for effective delivery of their mandate.

b. Review the legal instruments defining their mandate and measure the adequacy of such mandate for fulfilling the expectations of the public and legislative bodies with respect to their guardianship role in a democratic society.

c. Measure also the suitability of the mandate for supporting and promoting the new roles of government in the social and economic order, in an era of transition from centrally guided economy to free trade and market mechanisms.

d. Assess the effectiveness of these institutions as measured by: organizational affiliation; position and rank of their leaders; degree of autonomy from political interference; what shields them against political pressures; to whom are their reports submitted; what action has been taken as a result of their audit and recommendations; degree of enforcement of their decisions.

f. Define issues impeding or reducing the effectiveness of their performance and analyze their causes.

g. Seek the organization's views of the issues identified and their causes. Ensure a common agreement on the causes and the possible remedies they think are feasible; understand their rationale.

h. Prepare actions plans to address the issues upon which there is common agreement. Seek the support of political leadership and ensure that political and cultural sensitivities have been taken into consideration in designing and implementing the action plans.